GOVERNMENT OF ANDHRA PRADESH
ABSTRACT

Planning Department - Enhance capabilities in public service - Andhra Pradesh Knowledge Society and Capacity Building Policy 2025– Issued.

PLANNING (X) DEPARTMENT

G.O.MS.No.2 **Dated: 18.02.2025**
Read the following:

1. e–file No. 2670902 from the CEO, APSDPS, Dt:06.01.2025.
2. G.O.Rt.No.1456 of General Admn(TRG) Dept., Dt.:20.08.2024.

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ORDER:

Government of Andhra Pradesh with an aim to create a robust framework for enhancing the capabilities of the public service workforce, addressing the complexities of modern governance, and ensuring effective, transparent, and responsive administration. Accordingly, it is decided to bring the Andhra Pradesh Knowledge Society and Capacity Building Policy 2025. The policy seeks to foster proficiency, resilience, and operational excellence, in alignment with the vision of "Swarna Andhra @ 2047."

2. In the G.O.2nd read above, the Government has constituted the Andhra Pradesh State Capacity Building Committee under the Chairmanship of the Chief Secretary to guide the preparation of the Andhra Pradesh Knowledge Society and Capacity Building Policy 2025. The Andhra Pradesh State Capacity Building Committee executed an MoU between the State Government and the Capacity Building Commission, Government of India on 16th October 2024 to facilitate the implementation of capacity-building initiatives in the State of Andhra Pradesh.

3. After careful examination of the suggestions of the Andhra Pradesh State Capacity Building Committee and the Capacity Building Commission, GoI, Government, hereby approve the Andhra Pradesh Knowledge Society and Capacity Building Policy 2025. The Andhra Pradesh Knowledge Society and Capacity Building Policy 2025 is appended to this order.

4. The CEO, APSDPS shall take necessary further action in the matter accordingly.

5. The order issues with the concurrence of the Law, Finance & General Administrative Departments through efile bearing computer No.s 2670902, 2677234 & 2677336, respectively.

(BY ORDER AND IN THE NAME OF THE GOVERNOR OF ANDHRA PRADESH)

PEEYUSH KUMAR
PRINCIPAL SECRETARY TO GOVERNMENT

To
All Secretariat Departments.
All HoDs in the State.
All District Collectors in the State.
Copy to
The P.S to Chief Secretary.
The P.S to Minister for Finance & Planning.
The GA (Cabinet) Department.
SC/SF

//FORWARDED :: BY ORDER//

SECTION OFFICER

Andhra Pradesh
Knowledge Society and Capacity Building Policy

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ABBREVIATIONS

AI	Artificial Intelligence
APHRDI	Andhra Pradesh Human Resources Development Institute
CBC	Capacity Building Commission
CBU	Capacity Building Units
CSR	Corporate Social Responsibility
EC	Executive Committee
GIGG	Global Institute for Good Governance
GoI	Government of India
HRMS	Human Resource management system
iGOT	Integrated Government Online Training
LMS	Learning Management System
NGOs	Non-Government Organizations
PPP	Public Private Partnership
PPPP	Public Private People Partnership
RTIs	Regional Training Institutes

1. INTRODUCTION

The Andhra Pradesh Knowledge Society and Capacity Building Policy 2025 aims to establish a comprehensive framework for strengthening the capabilities of the public service workforce to address the complexities of contemporary governance. Emphasizing the pivotal role of a skilled and adaptable public sector in ensuring effective, responsive, and transparent administration, the policy outlines a systematic approach to enhance proficiency, resilience, and operational excellence. It aligns seamlessly with the state's "Swarna Andhra 2047" vision, which aspires to position Andhra Pradesh as a leader in sustainable development, economic progress, and citizen-centric governance.

This policy represents a strategic commitment by the Government of Andhra Pradesh to develop a resilient and future-ready public service workforce, tailored to address the dynamic demands of governance. Grounded in international best practices and aligned with the foundational principles of the Capacity Building Commission, Government of India, it emphasizes lifelong learning, collaborative engagement with stakeholders, and the integration of advanced digital technologies. In response to the rapidly shifting socio-economic context, the policy prioritizes capacity enhancement across all levels of public service, ensuring that employees, from entry-level staff to senior executives, are equipped to navigate emerging challenges and consistently deliver exemplary services to the citizens. The Government of Andhra Pradesh has launched an innovative initiative called the Skill Census, aimed at assessing the skills and competencies of the state's workforce and providing necessary development to enhance employment opportunities, which shall play a critical role for building a knowledge-based society.

2. VISION

The vision of the Andhra Pradesh Knowledge Society and Capacity Building Policy 2025 is

"Building a future-ready workforce through continuous learning, innovation and excellence, empowering public servants and institutions to drive citizen centric governance with accountability and public trust for achieving inclusive governance aligned with Swarna Andhra 2047."

This vision reflects Andhra Pradesh's dedication to providing a public service ecosystem grounded in continuous improvement, innovation, and transparency. It underscores the significance of equipping public servants with advanced competencies, essential soft skills, and a progressive outlook to foster collective accountability and enhance positive public perception. Through the integration of cutting-edge technology and a commitment to professional excellence, the state aspires to cultivate a responsive, inclusive, and agile public administration aligned with strategic objectives and public aspirations.

The policy envisions extending capacity-building training programs to the citizens, fostering a culture of collective growth, accountability, and mutual trust. In the future, this initiative will be integrated into the vision statement, aligning with the aspirations of Swarna Andhra 2047.

3. MISSION

The mission of the Andhra Pradesh Knowledge Society and Capacity Building Policy 2025 is to create a holistic and inclusive framework that aligns with the state's overarching vision. The policy seeks to achieve the following objectives:

i. **Empowering Public Servants with Future-Ready Skills for Comprehensive Growth:** Equip public servants with cutting-edge competencies through tailored training

programs and role-specific skill enhancement while encouraging individuals to take ownership of their professional development journey.

ii. **Enhancing State Capacities and Delivery Mechanisms:** Strengthen state institutions by embedding robust governance practices and accountability through digital technologies. Training and continuous skill development will be integral to administrative processes.

iii. **Advancing Sector-Specific Capacity Development:** Target high-priority sectors such as Healthcare, Agriculture, Education, and Infrastructure with specialized capacity-building programs using advanced technologies, including artificial intelligence, machine learning, and data analytics, to modernize governance.

4. MERITS OF THE POLICY

i. **Pragathi - A Path to Progress:** This symbolizes the state's commitment to forging a progressive path, ensuring that every public servant is always ahead of the curve.

ii. **Abhyasa - Dedicated Practice and Training:** This symbolizes the concept of continuous learning and improvement representing Government unwavering commitment.

iii. **Sakshama - Empowering the Workforce:** The term captures the essence of creating a skilled and empowered workforce within Andhra Pradesh.

iv. **Nava Kausala - Building Modern Competencies:** "Nava Kausala," or new skills, signifies a fresh approach to developing modern competencies crucial for Andhra Pradesh's governance. The policy introduces innovative training methods and resources to equip public servants with the latest skills and knowledge.

v. **Utkarsha - Striving for Excellence:** The goal of the Andhra Pradesh Knowledge Society and Capacity Building Policy 2025 is "Utkarsha," which means excellence or progress. This focusses on elevating public administration to new heights.

5. FOCUS AREAS

The policy focusses on functional competencies, behavioral competencies and Domain Competencies which are described below.

i. **Functional Competencies –** These include analyzing policies, leveraging digital tools for efficient public service delivery, and manage projects with optimal resource utilization including financial management.

ii. **Behavioral Competencies –** These include fundamental skills, knowledge, and attitudes such as Integrity & ethical conduct, citizen centric mindset, empathy, resilience etc. which are expected to be demonstrated by all officials across various hierarchy in the Government ecosystem for contributing to effective public service delivery. Emphasizing soft skills like communication, leadership, conflict resolution, and adaptability to complement empathy and resilience.

iii. **Domain Competencies –** These include skills & expertise relevant to specific sectors, its policy knowledge and operational expertise shall be induced into the training programs.

6. APPROACH AND FRAMEWORK

The Andhra Pradesh Knowledge Society and Capacity Building Policy 2025 adopts a comprehensive approach structured around several foundational elements to achieve the stated vision and mission.

i. **Training Needs Assessment (TNA):** To identify skills gaps across all departments, the policy mandates systematic Training Needs Assessments. TNAs will evaluate existing competencies, identify training requirements, and inform the development of customized programs aligned with departmental objectives. TNAs will be conducted through surveys, consultations, and bench-marking against national and global standards. This assessment process ensures that the policy's training initiatives are relevant, targeted, and address the evolving needs of public service.

ii. **Departmental Consultations:** Departmental consultations play a critical role in tailoring capacity-building initiatives. Through structured discussions with department heads and key stakeholders, each department will define priority skills and competencies. A co-development strategy will ensure that departmental leaders have an active role in shaping training programs, contributing their insights to create a delivery plan that addresses specific operational requirements and long-term goals.

iii. **Stakeholder Collaborations:** The policy places a strong emphasis on collaboration with stakeholders at both National and international levels. The state will partner with leading academic institutions, policy think tanks, and technology providers to develop and introduce global best practices including curricula, training modules which includes soft skills, Knowledge partner of CBC, GoI, iGOT in governance. Develop a collaborative framework that brings together the government, private sector, and civil society to drive leadership, skill development, and inclusive growth in Public-Private-People (P4) Partnership Model. This model emphasizes co-creation and shared responsibility in building a skilled workforce.

iv. **Content Development:** Once the training needs are clearly defined, the content development phase focuses on setting measurable learning outcomes and designing a modular curriculum. Incorporating blended learning methods, such as online and in-person sessions, along with interactive elements like case studies and simulations, enhances engagement and retention. The creation of multimedia resources and custom materials, often developed in collaboration with subject matter experts, ensures the training is both relevant and comprehensive.

v. **Technology Integration:** The policy emphasizes the use of advanced technology to enhance training delivery, assessment, and monitoring. Deep Tech analytics will support the personalization of learning paths, while data privacy measures will ensure the protection of sensitive information. The use of real-time data analytics allows for agile adjustments to training programs, aligning them with emerging needs.

vi. **Learning Models and Methodologies:** Diverse learning models and methodologies will be employed to enhance the training experience. The 70-20-10 model combines experiential learning (70%), social learning (20%), and informational learning (10%) to create a balanced approach. Each public servant shall have a Coach/Mentor to guide through the professional journey. Faculty development shall be carried out by way of grooming in-house public servants as trainers / master trainers for trainers. A blended learning format, incorporating both online and offline elements, will ensure flexibility and accessibility. Additional methods include simple tool kits for areas of focus, immersive

field training, internships, mentorship programs, and leadership boot camps. These varied learning pathways are designed to build a comprehensive skill set and ensure sensitization for public servants at all levels.

vii. **Incentivizing Training Program:** Incentive structures are placed to encourage active participation. Training outcomes will influence promotion decisions, with successful completion of training programs contributing up to 10% weightage in career progression. Public servants who complete 100 hours of training through any combination of physical training and digital and shall possess technical competencies over a period of all three years will qualify for leadership development programs, both national and international. Public servants at senior level (Level of Secretary & above) shall complete minimum 30 hours of strategic and leadership training annually. Annual audits will assess departmental compliance, identify areas for improvement, and ensure that training initiatives align with policy goals. This accountability mechanism will help departments maintain a consistent focus on skill development, ensuring public servants are continually enhancing their competencies. The Chief Minister's Excellence Awards will recognize individuals and departments that demonstrate outstanding capacity-building performance, awarding certificates, monetary incentives, and public acknowledgment. Departments achieving 100% participation in training will receive a Certificate of Excellence and priority funding for future capacity building initiatives. Employees completing their allotted training courses will receive a 1-year subscription to EDX or Coursera etc. Exceptional performers in training may receive opportunities for career enhancement through support for advanced education at prestigious institutions such as Harvard, Stanford, or Oxford.

viii. **Well-Being:** Recognizing the role of employee well-being in sustaining productivity and engagement, the policy includes provisions for mental and physical health support. Regular wellness programs, stress management workshops, and resources for work-life balance will be offered to employees.

ix. **Institutional Structure:** The policy establishes a holistic institutional structure to oversee and coordinate capacity-building initiatives. The State Capacity Building Council (SCBC), chaired by the Hon'ble Chief Minister, will provide strategic oversight, set policy directions, and conduct quarterly progress reviews. An Executive Committee, led by the Chief Secretary, will support the State Capacity Building Council in implementing the decisions taken by SCBC. Within each department, Capacity Building Units (CBUs) will conduct TNAs, develop training programs, and liaise with the proposed development of Global Institute for Good Governance (GIGG) which shall be developed through PPP model and shall integrate with APHRDI and work as a Hub-and-Spoke model where GIGG shall act as Hub and function as the primary knowledge and training hub. GIGG will also collaborate with Regional Training Institutes (RTIs) (known as spokes) to deliver programs accessible to all regions in Andhra Pradesh.

Planning Department - The Planning Department plays a crucial role in the monitoring and evaluation (M&E) of capacity-building initiatives, as it ensures that these programs are effectively designed, implemented, and assessed for impact. First, the department is involved in the strategic planning phase, helping to align capacity-building initiatives with organizational goals and identifying key performance indicators (KPIs) that will measure success. During implementation, the Planning Department ensures that resources are allocated appropriately, and that progress is tracked through regular monitoring activities. The Planning department analyses the outcomes of these initiatives, comparing them against predefined objectives to determine their effectiveness and identify areas for improvement. This feedback loop is essential for refining future capacity-building

efforts, ensuring they continue to meet the evolving needs of government employees and improve overall performance.

Real Time Governance (RTG) - Leveraging data, technology, and rapid response mechanisms to enhance the efficiency and effectiveness of governance structures. The Government of India's Karmayogi program and Integrated Government Online Training (iGOT) platform to play a vital role in supporting Real-Time Governance (RTG) by strengthening the skills and capabilities of public servants. Karmayogi aims to create a citizen-centric, agile workforce by providing continuous, need-based learning opportunities, while iGOT serves as a digital platform to deliver these trainings in a flexible and accessible manner. Together, these initiatives equip officials with essential skills in data-driven decision-making, rapid response, and modern governance practices crucial for RTG.

APHRDI (Andhra Pradesh Human Resources Development Institute) - Merging APHRDI with the GIGG for enhancing the capabilities of government employees and officials can be a transformative step in modernizing public administration. This merger would create a unified approach to strengthening the competencies required for effective governance in the digital age. By focusing on several key areas critical to modern governance, such as digital literacy, data analysis, project management, and citizen engagement, the merger with GIGG would enable government employees and officials to develop a robust set of competencies that are vital for the success of modern governance.

x. **Financials & Budget:** Dedicated budgets and funding mechanisms are integral to the policy's implementation and guidelines shall be framed by the departments accordingly. Departments will develop annual training calendars and submit budget proposals based on identified needs. Proposed GIGG will oversee fund allocation, prioritizing areas with high training demand or skill gaps. Additionally, public-private partnerships will be encouraged to supplement funding, and CSR initiatives will be leveraged to support infrastructure development and specialized programs. Departments demonstrating significant progress will receive up to 1% performance-based funding of their allocated budget and recognition.

xi. **Monitoring & Evaluation Framework:** Departmental Capacity Building Units shall oversee training compliance in coordination with Planning Department and shall frame mechanisms to continuously monitor performance on real time basis. Independent auditors shall be deployed to evaluate for comparison against various national and international programs. The Evaluation results shall be used for regular policy updates.

7. IMPLEMENTATION ROAD MAP

1. Short-Term Goals (0-12 months)

- **(0-3 months):** It shall be mandated that all public servants will enroll and undergo iGOT (Integrated Government Online Training) within the immediate next three months. This training, provided under the iGOT framework, is designed to ensure a standardized and comprehensive development of skills and knowledge relevant to their roles. The iGOT platform includes a variety of courses, covering key areas such as governance, policy formulation, public administration, ethics, and leadership, tailored to different levels of civil service. It is compulsory for every public servant to participate and complete the designated training modules on the iGOT platform. This initiative is integral to create a more efficient, effective, and responsive government workforce.

- **(3-6 months):** Comprehensive TNAs using digital capacity building process will be conducted to create tailored departmental training programs, and pilot programs will be launched in selected departments to evaluate training methodologies. These foundational activities are essential for building a strong framework that can be scaled across the state. Parallelly, establishing the institutional structures such as GIGG, SCBC, Executive Committee, and CBUs across all departments shall be implemented. These foundational activities are essential for building a strong framework that can be scaled across the state.

- **(6-12 months):** The content preparation shall be finalized, and the policy will prioritize scaling up training programs.

2. **Medium-Term Goals (1-2 years):** Government shall prioritize scaling up training programs to reach a target of 70% participation among public servants within two years. Existing training infrastructure will be upgraded, and new centers will be established in underserved areas to improve accessibility. Robust monitoring and evaluation systems will be implemented, enabling real-time tracking of program effectiveness and providing data-driven insights for continuous improvement.

3. **Long-Term Goals (3 years and beyond):** The long-term goal is to institutionalize capacity building as a core function of the Andhra Pradesh government. By the end of three years, the policy envisions achieving 100% participation in training programs, with capacity-building activities fully embedded in departmental operations. A state wide impact assessment will be conducted to evaluate improvements in governance quality, service delivery, and citizen satisfaction, ensuring that the policy aligns with the Swarna Andhra 2047 vision.

8. CONCLUSION

The Andhra Pradesh Knowledge Society and Capacity Building Policy 2025 presents a comprehensive framework for developing a skilled, accountable, and resilient public service workforce. Through its commitment to continuous learning, stakeholder collaboration, and technology-driven innovation, the policy aims to transform public service delivery, positioning Andhra Pradesh as a model of excellence in governance through leveraging Public Private People Partnerships. This policy envisages continuous assessment an integral process to measure performance and create impact. This document sets a roadmap for achieving transparent, efficient, and responsive governance, enhancing the state's capacity to meet both current and future challenges. The Government of Andhra Pradesh remains committed to supporting the development of a world-class workforce, equipped to realize the state's vision of progress and prosperity for all.

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